

Message Text

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DRAFTED BY M:LSEAGLEBURGER:ML

APPROVED BY M - MR. EAGLEBURGER

S/S -LCJOHNSTONE

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TO USDEL SECRETARY IMMEDIATE

C O N F I D E N T I A L STATE 153429 TOSEC 050009

E.O. 11652: GDS

TAGS: SOPN

SUBJECT: PRESS REPORTS ON YOUR SPEECH TO FSOS

FOR THE SECRETARY FROM EAGLEBURGER

1. REPEATED BELOW ARE THE TEXTS OF JERRY O'LEARY'S ARTICLE IN THE WASHINGTON STAR (PAGE 2) AND A SHORTER ARTICLE IN THE NEW TIMES TIMES (PAGE 16). THE POST CARRIED NOTHING ON THE SPEECH. BOTH ARTICLES HIGHLIGHT THE CENTRALIZATION THEME, BUT THE O'LEARY PIECE IS REALLY FAIRLY SOPHISTICATED AND HELPFUL.

2. BOTH ARTICLES ALSO HAVE PICKED UP A THEME THAT SEEMS TO BE RUNNING THROUGH THE BUILDING: THAT YOU ARE THE FIRST SECRETARY TO HAVE HAD SUFFICIENT GUTS TO ADOPT SOME OF THE REFORMS SUGGESTED OVER THE PAST FEW YEARS BY VARIOUS GROUPS THAT HAVE LOOKED AT THE DEPARTMENT.

3. TEXT OF STAR ARTICLE FOLLOWS:

KISSINGER MOVING TO STRENGTHEN HIS CONTROL AT STATE. SECRETARY OF STATE HENRY A KISSINGER HAS ORDERED SWEEPING INTERNAL ORGANIZATION IN THE STATE DEPARTMENT THAT CENTRALIZES CONTROL AMONG A GROUP OF KISSINGER'S CLOSEST ADVISERS WHILE REMOVING CONTROL OF MANPOWER AND RESOURCES
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FROM THE ASSISTANT SECRETARIES AND THE VARIOUS BUREAUS OF THE DEPARTMENT.

SOURCES CLOSE TO KISSINGER LIKENED THE REORGANIZATION TO THE PROCEDURE THAT MELDED THE ARMY, NAVY AND AIR FORCE INTO THE DEPARTMENT OF DEFENSE SOME YEARS AGO.

KISSINGER ANNOUNCED ESTABLISHMENT OF A PRIORITIES POLICY GROUP WHOSE PRINCIPAL TASK WILL BE TO LINK POLICY OBJECTIVES. A U.S. OFFICIAL SAID THE GROUP WOULD FUNCTION ON THE ORDER OF A MINIATURIZED OFFICE OF MANAGEMENT AND BUDGET, THE AGENCY THAT FUNCTIONS AS A WATCHDOG OVER GOVERNMENTAL MANPOWER AND FINANCIAL RESOURCES AT THE WHITE HOUSE.

THE REORGANIZATION DOES NOT AFFECT THE PRESENT POLICY-MAKING FUNCTIONS AT THE STATE DEPARTMENT, WHICH HAVE BEEN HIGHLY CENTRALIZED UNDER KISSINGER AND HIS SO-CALLED "SEVENTH FLOOR" GROUP OF ADVISERS. BUT EVEN THOUGH KISSINGER AND HIS INNER CIRCLE ALREADY CONTROL POLICY DECISIONS, THIS IS THE FIRST MAJOR STEP TOWARD CONSOLIDATING CONTROL OF BUDGETARY AND PERSONNEL MATTERS IN LINKAGE WITH FOREIGN POLICY DECISIONS.

KISSINGER SAID IN A SPEECH TO 96 NEW FOREIGN SERVICE OFFICERS THAT DEPARTMENTAL RESOURCES OF MONEY AND PEOPLE HAVE REMAINED FOCUSED ON PROBLEMS OF THE PAST BECAUSE OF INSTITUTIONAL INFLEXIBILITY. HE SAID THE REFORMS HE HAS ORDERED WILL PROVIDE A MECHANISM FOR COORDINATING RESOURCES WITH GOALS. OBVIOUSLY THIS COORDINATION WILL BE CHanneLED THROUGH TO KISSINGER FOR FINAL DECISION VIA A PPG MADE UP OF SUCH KISSINGER INTIMATES AS LAWRENCE S. EAGLEBURGER, DEPUTY UNDER SECRETARY FOR MANAGEMENT, WINSTON LORD, POLICY PLANNING STAFF DIRECTOR, AND A HANDFUL OF OTHERS.

"THIS WILL MEAN CHANGE IN SOME OF OUR CURRENT BUDGETARY PRACTICES," KISSINGER SAID, "AND A REDUCTION IN THE DEGREE OF AUTONOMY THE BUREAUS NOW ENJOY IN THE MANAGEMENT OF THEIR FUNDS." HE SAID HE REALIZED THAT
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THESE CHANGES WOULD NOT BE UNIVERSALLY POPULAR BUT HE SAID THEY WOULD RESULT IN STRENGTHENING THE DEPARTMENT AND THE FOREIGN SERVICE.

THE PPG APPARENTLY WILL HAVE GREAT POWER AND GIVE THE SECRETARY OF STATE MORE CONTROL THAN HE HAS EVER HAD BEFORE. THE PPG WILL PLAY A CENTRAL ROLE IN FORMULATING THE ANNUAL BUDGET, REVIEW THE ALLOCATION OF ALL JOB POSITIONS ON A REGULAR BASIS, EXAMINE ALL REQUESTS FOR

ADDITIONAL RESOURCES AND FIND AND CORRECT INEFFICIENT USE OF DEPARTMENT RESOURCES.

FUTURE ASSIGNMENTS OF DEPARTMENT PERSONNEL WILL ALSO BE MORE CENTRALIZED, KISSINGER SAID. "THE SYSTEM TODAY IS TOO DECENTRALIZED, HE DECLARED, ,TOO MUCH CHARACTERIZED BY BARGAINING BETWEEN BUREAUS. IN ORDER TO CORRECT THIS WEAKNESS, I HAVE INSTRUCTED THE DIRECTOR GENERAL TO ESTABLISH A MORE OPEN, CENTRALLY DIRECTED ASSIGNMENT PROCESS." THESE ASSIGNMENTS, HE SAID, CAN ONLY BE FAIR AND ORDERLY IF "THEY DRASTICALLY LIMIT THE RIGHT OF AN ASSISTANT SECRETARY OR AN AMBASSADOR TO VETO ASSIGNMENTS AND IF IT IS CLEAR THAT EVERY MEMBER OF THE FOREIGN SERVICE MUST ACCEPT AN ASSIGNMENT ONCE MADE."

ONE VETERAN DIPLOMAT SAID, "THIS IS A GOOD THING. THIS BUILDING IS REALLY OWNED BY THE ASSISTANT SECRETARIES AND THE BUREAUS. THEY ARE THE ONES WHO HAVE THEIR BUDGETS AND MANPOWER LEVELS LOCKED UP TIGHT. KISSINGER'S REORGANIZATION GIVES HIM TOTAL CONTROL OF MANPOWER SHIFTS, BUDGET REALLOCATIONS AND REASSIGNMENTS TO MEET CHANGING POLICY NEEDS IN A MUCH MORE FLEXIBLE WAY."

KISSINGER ALSO ORDERED AN END TO THE PRACTICE OF REQUIRING A FOREIGN SERVICE OFFICER TO CHOOSE A SPECIALITY BEFORE HE HAS EVEN BEGUN HIS CAREER, ORDERED THAT THE DEPARTMENT BE FREE TO HIRE THE BEST TALENT AVAILABLE OUTSIDE THE CAREER FOREIGN SERVICE, AND INSTITUTED A PROGRAM AIMED AT RECRUITING TOP QUALITY WOMEN AND REPRESENTATIVE MINORITY GROUPS. "OUR RECORD AS AN EQUAL OPPORTUNITY EMPLOYER MUST BE IMPROVED," KISSINGER SAID, "I INTEND TO SEE THAT
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IT IS."

KISSINGER ALSO ORDERED A SUBSTANTIAL INCREASE OF ASSIGNMENTS OF FOREIGN SERVICE OFFICERS TO CONGRESS AND STATE AND LOCAL GOVERNMENTS TO MAKE CAREERISTS MORE SENSITIVE TO THE VALUES AND INTERESTS OF THE NATION THEY REPRESENT. ONE YEAR OF SUCH OUTSIDE TRAINING, HE SAID, WILL BE PART OF EACH OFFICER'S CAREER DEVELOPMENT.

HE ORDERED ESTABLISHMENT OF A BOARD OF PROFESSIONAL DEVELOPMENT TO OVERSEE HIS NEW PERSONNEL AND CAREER TRAINING POLICIES. ONE OF THESE POLICIES WILL BE TO GIVE NEW OFFICERS ON-THE-JOB EXPERIENCE DURING THEIR FIRST ASSIGNMENT IN ALL THE AREAS OF FOREIGN SERVICE WORK -- ADMINISTRATION ALONG WITH CONSULAR, ECONOMIC AND POLITICAL AFFAIRS. END TEXT

4. TEXT OF NEW YORK TIMES ARTICLE FOLLOWS:

KISSINGER ORDERS ADMINISTRATIVE SHIFT IN STATE DEPART-

MENT. SECRETARY OF STATE KISSINGER ANNOUNCED CHANGES IN THE STATE DEPARTMENT TODAY DESIGNED TO CENTRALIZE DECISION-MAKING AND PERSONNEL POLICIES AND REDUCE THE AUTHORITY OF INDIVIDUAL BUREAUS.

IN A SPEECH TO THE INCOMING CLASS OF NEW FOREIGN SERVICE OFFICERS, MR. KISSINGER UNVEILED THE MOST AMBITIOUS PROGRAM FOR ALTERING THE DEPARTMENT'S BUREAUCRACY SINCE HE TOOK OFFICE 21 MONTHS AGO.

THE MAJOR CHANGE WAS THE ESTABLISHMENT OF A PRIORITIES POLICY GROUP, HEADED BY HIS CLOSE ASSOCIATE, THE DEPUTY UNDER SECRETARY FOR MANAGEMENT, LAWRENCE S. EAGLEBURGER, WHICH IS SUPPOSED TO COORDINATE MORE EFFECTIVELY THE PERSONNEL AND MONEY OF THE DEPARTMENT WITH POLICY PRIORITIES.

"OUR FIRST AND MOST CRITICAL TASK IS TO FIND A MORE EFFECTIVE MEANS THAN WE NOW POSSESS TO LINK RESOURCES AND POLICY OBJECTIVES," MR. KISSINGER SAID IN EXPLAINING THE REASONS FOR THE NEW GROUP.

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"OVER THE YEARS, AND ESPECIALLY OVER THE PAST DECADE, OUR POLICY PRIORITIES HAVE UNDERGONE SUBSTANTIAL CHANGES."

"YET OUR RESOURCES -- PEOPLE AND MONEY -- HAVE, BECAUSE OF INSTITUTIONAL INFLEXIBILITY, REMAINED FOCUSED ON THE FAMILIAR PROBLEMS OF THE PAST," HE SAID.

"WHAT IS NEEDED, THEREFORE, IS A NEW APPROACH -- A MECHANISM FOR COORDINATING RESOURCES AND GOALS, AND FOR REPROGRAMMING EXISTING RESOURCES FROM LESS IMPORTANT FUNCTIONS TO AREAS THAT DESERVE PRIORITY ATTENTION."

ANOTHER CHANGE ANNOUNCED BY MR. KISSINGER WAS A DECISION TO CENTRALIZE PERSONNEL POLICY. UP TO NOW, THE VARIOUS ASSISTANT SECRETARIES AND AMBASSADORS HAD VETOES OVER APPOINTMENT OF INDIVIDUALS TO THEIR JURISDICTION. THIS LED TO THE CREATION OF VARIOUS "FIEFDOMS" WITHIN THE DEPARTMENT.

"THE SYSTEM TODAY IS TOO DECENTRALIZED," MR. KISSINGER SAID, "TOO MUCH CHARACTERIZED BY BARGAINING BETWEEN BUREAUS."

HE SAID HE HAD ORDERED THE DIRECTOR GENERAL OF THE FOREIGN SERVICE, CAROL C. LAISE "TO ESTABLISH A MORE OPEN,

CENTRALLY DIRECTED ASSIGNMENT PROCESS."

MANY OF THE CHANGES INTRODUCED TODAY WERE RECOMMENDED
BY A TASK FORCE OF SO-CALLED YOUNG TURKS -- YOUNGER
FOREIGN SERVICE OFFICERS -- IN THE NINETEEN SIXTIES.

ONE MEMBER OF THE FORMER YOUNG TURKS GROUP SAID TODAY
IT WAS IRONIC THAT MR. KISSINGER, WHO HAS OFTEN BEEN
ACCUSED OF ONE-MAN RULE, HAD SPONSORED MAJOR CHANGES AS
PART OF HIS POLICY TO "INSTITUTIONALIZE FOREIGN POLICY."
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